DOCUMENT RESUME

ED 265 865 IR 051 383

AUTHOR	Griffiths, Jose-Marie; And Others
TITLE	New Directions in Library and Information Science Education. Final Report. Volume 2.12: Library System Supplier Professional Competencies.
INSTITUTION	King Research, Inc., Rockville, Md.
SPONS AGENCY	Office of Educational Research and Improvement (ED), Washington, DC. Center for Libraries and Education Improvement.
PUB DATE	84
CONTRACT	300-82-0152
NOTE	59p.; One of 12 volumes supplementing the Final Report on this project (IR 051 371).
PUB TYPE	Information Analyses (070) -- Reference Materials - General (130)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	*Competence; Employment Patterns; *Information Scientists; *Job Performance; Job Skills; Library Automation; *Library Networks; Library Research; *Library Services; Occupational Information
IDENTIFIERS	Competency Identification Procedures; Competency Lists; Information Industry; *Service Providers; *Vendors

ABSTRACT

This document contains validated activities and competencies needed by information professionals working in a library system supplier organization. The activities and competencies are organized according to the functions which information professionals working in such organizations perform: research and development; marketing; customer support; and organization/management support. Within each function, competencies are grouped under the categories of Knowledge, Skills, and Attitudes, and three professional levels are dealt with: entry level (0-3 years experience), mid-level (4-9 years experience), and senior level (10 or more years experience). (THC)

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NEW DIRECTIONS IN LIBRARY AND INFORMATION SCIENCE EDUCATION
FINAL REPORT
VOLUME 2.12
LIBRARY SYSTEM SUPPLIER PROFESSIONAL COMPETENCIES

1984

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IR051383

New Directions in Library and Information Science Education was prepared for the Office of Educational Research and Improvement under Contract No. 300-82-0152 with the Department of Education. This report does not necessarily reflect the positions or policies of the government, and no official endorsement should be inferred.

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INTRODUCTION

This document contains validated activities and competencies needed by information professionals working in a library system supplier organization. The following operational definition of competency was developed:

> **A competency is a generic knowledge, skill or attitude of a person that is causally related to effective behavior as demonstrated through external performance criteria, where:**
>
> - **Knowledge is having information about, knowing, understanding, being acquainted with, being aware of, having experience of, or being familiar with something, someone, or how to do something.**
> - **Skill is the ability to use one's knowledge effectively.**
> - **Attitude is a mental or emotional approach to something, or someone.**

We have identified several types of knowledge that are necessary to perform information work satisfactorily as follows:

- Basic knowledge in such areas as language, communication, arithmetic operations, etc.
- Subject knowledge of primary subject fields of users served such as medicine, chemistry, law, etc.
- Library and information work environments such as the information community, its participants and their social, economic and technical interrelationships, etc.
- Knowledge of what work is done such as the activities required to provide services and produce products, etc.
- Knowledge of the organization or user community served such as the mission, goals, and objectives of the user or the organization, user's information needs and requirements, etc.

There appear to be three kinds of skills necessary to perform information work satisfactorily including:

- Basic skills such as cognitive, communication, analytical, etc.
- Skills related to each specific activity being performed such as negotiation of reference questions, evaluation of search outputs, etc.
- Other skills such as managing time effectively, budgeting and making projections, etc.

Attitudes of information professionals are found to be extremely important to work performance. We have found it useful to subdivide attitudes into:

- Dispositional attitudes toward one's profession, the organization served, one's work organization, and other people such as users and co-workers.
- Personality traits/qualities such as confidence, inquisitiveness, sense of ethics, flexibility, etc.
- Attitudes related to job/work/organization such as willingness to accept responsibility, willingness to learn, desire to grow, etc.

The activities and competencies are organized according to the functions which information professionals perform, and by professional level as displayed in Figure 1. The competencies are cumulative across professional level, i.e., competencies of mid-level professionals include entries shown at the mid-level as well as those at the entry level, etc.

It is important to understand the distinction between functions performed and positions or job titles. Our rationale behind the functional approach was that we were more concerned with what information professionals do than with what they are called. In a single-person library, therefore, the information professional will undoubtedly perform more than a single function. In using and interpreting the competency data in this document, it is important to consider the functions being performed by

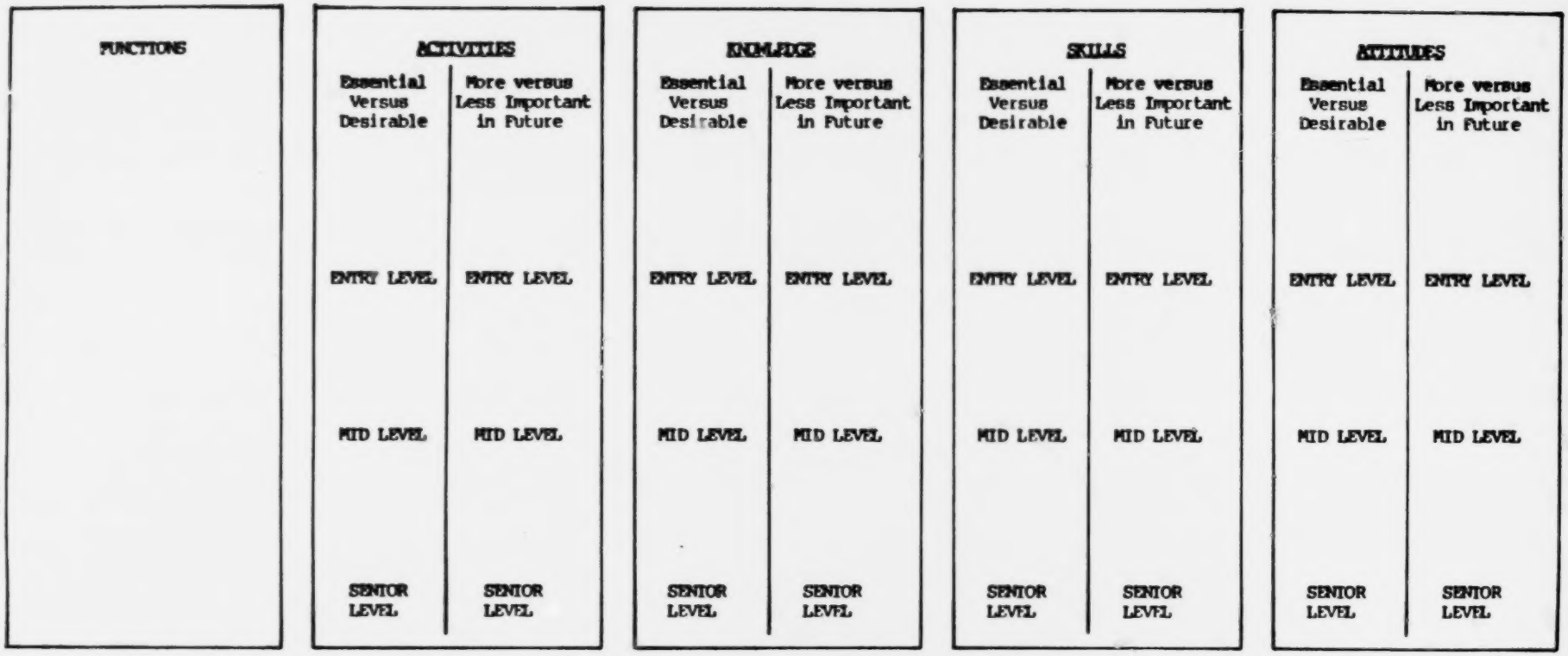

Figure 1 Organization of Activities and Competencies

professionals and the activities being performed to determine which competencies are appropriate. The functions identified for information professionals working in library system supplier organizations are:

- research and development
- marketing
- customer support
- organization/management support.

Three professional levels were defined as follows:

- entry level (up to 3 years of professional experience)
- mid level (4-9 years of professional experience)
- senior level (10 or more years of professional experience).

The activities performed are listed first and numbered sequentially. The actual assignment of individual activities to subcategories of the major activities and to the functions varies from one worksetting to another. The organization of activities that we developed provided us with the "best fit" case. Indented and unnumbered activities are essentially paraprofessional activities which, in small organizations, may be performed by professionals.

LIBRARY SYSTEMS SUPPLIER PROFESSIONAL COMPETENCIES

RESEARCH AND DEVELOPMENT

ACTIVITIES

RESEARCH AND DEVELOPMENT — ENTRY LEVEL

R&D Team Activities

1. Attend and participate in R&D team meetings
2. Work as part of the team to identify the specific data to be assembled and analyzed to develop systems, system modules and/or system modifications/enhancements to support automation of library activities
3. Work with mid level staff in preparing detailed plans for the assigned R&D activities; revise plans as required, following review of the R&D team leader
4. Assist/work with consultants, as assigned
5. During the systems analysis and development phase, make recommendations to the team leader regarding plans and activities, as appropriate
6. Notify the team leader of any problems encountered in working on an R&D project
7. Keep a detailed record of costs incurred and time spent on each R&D project
8. Draft portions of monthly project status reports, as assigned

Systems Analysis and Development

9. Perform systems analyses of assigned library activities based on personal knowledge of these activities and on input from consultants and/or practicing librarians
10. Flowchart and document the preliminary analysis of the assigned library activities, including identification of system requirements and functional specifications
11. Assist mid level staff in preparing draft design specifications for the proposed system
12. Assist mid level staff in preparing draft record formats for various files in the proposed system
13. Assist mid level staff in preparing draft specifications for system outputs

RESEARCH AND DEVELOPMENT — ENTRY LEVEL

Systems Analysis and Development (cont'd)

14. Following review of the systems analysis and preliminary design by the R&D team leader, selected consultants and other senior staff of the organization, assist mid level staff in preparing the detailed system specifications

15. Assist mid level staff in working with in-house/contract programmers who will write the programs to build the prototype system, modify the prototype system and later enhance the marketed system

16. Assist mid level staff in testing the prototype system and any future system modifications/enhancements

17. Assist mid level staff in providing assistance to and obtaining feedback from librarians at selected test sites

18. Assist mid level staff in preparing specifications for modifications to the prototype system and/or for enhancements to the marketed system

19. Assist mid level staff in preparing detailed design specifications for customized versions of the system for specified clients

20. Participate in briefing management and appropriate organizational staff of the new/modified system/system modules and on enhancements to the system/system modules

21. Participate in training marketing and customer support staff in the operation of the new/modified/enhanced system/system modules

22. Assist mid level staff in reviewing documentation for system users as prepared by customer support staff

23. Suggest ways in which new technologies may be integrated with the system/system modules

RESEARCH AND DEVELOPMENT — MID LEVEL

R&D Team Activities

24. Conduct meetings of sub-groups of the R&D team

25. Develop and revise, as required, detailed R&D plans

RESEARCH AND DEVELOPMENT — MID LEVEL

R&D Team Activities (cont'd)

26. Develop a detailed schedule for each R&D project

27. Following review and approval/modification of the schedule by the R&D team leader, track the progress of systems research and development activities and notify the team leader of any actual or potential delays

28. Arrange for and coordinate the R&D related activities of contractors and other organizational units which provide support services (system and application programmers, hardware suppliers, telecommunications experts, network consultants, library consultants, etc.)

29. Review and verify supplier billing/charging information

30. Compile monthly costs incurred for development work on each R&D project and compare with the budgeted costs; prepare draft monthly reports of expenditures of resources

31. Supervise the production of and edit all documentation developed in support of each R&D project

32. Function as assistant to the R&D team leader on large-scale, complex projects; resolve minor problems and refer major problems to the team leader

33. Function as team leader for smaller, less complex R&D projects

Systems Analysis and Development

34. Review the systems analyses and documentation of assigned library activities as prepared by entry level staff

35. Contact consultants and/or practicing librarians to resolve any questions raised by review of the systems analyses and identification of system requirements and functional specifications

36. Coordinate and participate in the preparation of draft system design specifications, draft record formats, and draft specifications for system outputs

37. Coordinate and participate in the preparation of detailed system specifications, following review of the system analyses and preliminary designs by the R&D team leader, selected consultants and other senior staff of the organization

RESEARCH AND DEVELOPMENT — MID LEVEL

Systems Analysis and Development (cont'd)

38. Develop procedures for and coordinate all system testing

39. Coordinate and participate in preparing specifications for system modifications/refinements, enhancements and customizations

40. Work with the R&D team leader to outline requirements for briefing management and appropriate organizational staff on the new/modified/enhanced system/system modules

41. Coordinate and participate in training marketing and customer support staff in the operation of the new/modified/enhanced system/system modules

RESEARCH AND DEVELOPMENT — SENIOR LEVEL

42. Function as R&D team leader for specific R&D development projects

43. Keep abreast of industry-wide standards for online databases

44. Anticipate long-range automation needs of libraries in developing and configuring systems

45. Identify the basic data and analyses required to properly examine each library activity selected for potential automation

46. Manage the in-house coordination of all activities related to analysis and development of automated systems for libraries

47. Manage the coordination of all external support required for analysis and development of automated systems for libraries

48. Review and approve/modify the detailed R&D plans and schedule as developed by junior staff

49. Conduct R&D team meetings and maintain effective communication with the team and its individual members

50. Organize the R&D team by developing lines of authority, responsibility and accountability

ACTIVITIES

RESEARCH AND DEVELOPMENT	SENIOR LEVEL

51. Review with the R&D team the goals, objectives, policies and procedures related to each R&D project

52. Lead, motivate and supervise the R&D team

53. Anticipate, minimize and manage conflict which may arise among team members

54. Act as a decision-maker and problem-solver among team members, as required

55. Assign specific tasks to consultants supporting R&D projects

56. Plan and conduct meetings of systems analysis and development advisory groups

57. Assimilate information obtained from advisors and from the team in order to further direct R&D efforts

58. Monitor and measure the progress of R&D projects by reviewing staff reports on the schedule, costs and resources

59. Evaluate the performance of team members in completing their respective assignments

60. Identify problems/discrepancies in analysis and development of systems for libraries; take corrective action

61. Assess the value of alternative system designs, configurations and refinements; perform cost-benefit analyses to evaluate the alternatives

62. Determine system development priorities; identify the system modules and features which will be implemented first to meet the most important requirements in the marketplace

63. Ensure that system developments are compatible with other library tools and services (e.g., OCLC)

64. Review and approve/modify all aspects of the new/refined/enhanced system before it is reviewed by management and other staff of the organization

65. Coordinate and manage any required modifications to the system prior to releasing it for sale

66. Obtain copyright for the software

RESEARCH AND DEVELOPMENT	SENIOR LEVEL

67. Work with management and marketing staff to price the system

68. Assist marketing staff, as required, in configuring the system in response to specific bid solicitations

69. Obtain feedback from marketing and customer support staff on ways in which clients and staff recommend that the system could be refined/enhanced

70. Encourage brainstorming by R&D staff and others to identify additional products/enhancements which may be generated from R&D project-related activities

RESEARCH AND DEVELOPMENT — ENTRY LEVEL

Basic knowledge

knowledge related to literacy, numeracy, communications, etc.

Subject knowledge

knowledge of the primary subject field of clients served (i.e., librarianship)
knowledge in greater depth in specific subjects (e.g., systems analysis and design, computer programming, accounting, etc.)
knowledge of foreign languages

Information Science Knowledge (Generic)

knowledge of definition, structure, and formats of information
knowledge of alternative approaches to the organization of information
knowledge of alternative approaches to retrieval of information
knowledge of alternative approaches to information management
knowledge of available and emerging information technologies and their applications
knowledge of completed and ongoing research in the field and its applicability to practice
knowledge of career opportunities knowledge of how to learn on an ongoing basis

Knowledge about information work environments

knowledge of the expanding information community, its participants and their interrelationships (social, economic, technical, etc.)
knowledge of the variety of work settings and their organizational structures
knowledge of the functions performed within the various work settings and the services and products offered
knowledge of the users of the services and products, their characteristics and information habits

RESEARCH AND DEVELOPMENT — ENTRY LEVEL

Knowledge of what work is done

- knowledge of the functions related to research, and development of automated library systems, the range of services and products offered (both actual and potential)
- knowledge of the goals and objectives of each project
- knowledge of librarians' automation needs and requirements
- knowledge of the activities that are required to support research and development, offer the services and produce the products
- knowledge of the various resources that are necessary to support the activities
- knowledge of systems research, analysis and design tools
- knowledge of systems research, analysis and design methods and techniques
- knowledge of various computer and telecommunications technologies, database and retrieval system structures, and basic programming vocabularies
- knowledge of project management tools
- knowledge of project management methods and techniques
- knowledge of job responsibilities
- knowledge of performance expected and how it can be measured

Knowledge of how to do work

- knowledge of how to perform the various activities
- knowledge of how to use the systems research, analysis and design tools
- knowledge of how to apply the systems research, analysis and design methods and techniques
- knowledge of how to apply the project management tools
- knowledge of how to apply the project management methods and techniques
- knowledge of public relations techniques

Knowledge of the organization and specific work unit

- knowledge of the mission, goals and objectives of the organization
- knowledge of the structure of the organization and the role of the section within the organization
- knowledge of the various projects and key personnel within the organization
- knowledge of the policies and procedures relevant to the section operations
- knowledge of the various resources available within the organization (e.g. personnel, equipment, etc.)
- knowledge of the systems-related information needs of other sections within the organization

RESEARCH AND DEVELOPMENT — MID LEVEL

greater depths of knowledge specified above
knowledge of the operations of other sections in the organization and how they relate to research and development
knowledge of available vendor-supplied systems, services and products to support research and development and project management
knowledge of the contracting process, both in general and within the organization
knowledge of evaluation methods and techniques to evaluate systems, services and products

RESEARCH AND DEVELOPMENT — SENIOR LEVEL

greater depths of knowledge specified above
knowledge of the costs associated with resources (materials, personnel, space, etc.)
knowledge of cost analysis and interpretation methods
knowledge of pricing methods
knowledge of the value assessment methods
knowledge of methods of resource allocation
state-of-the-art knowledge of research and practice in techniques for research and development of automated systems
state-of-the-art knowledge of research and practice in project management techniques

RESEARCH AND DEVELOPMENT — ENTRY LEVEL

Basic Skills

literacy, numeracy, cognitive, analytical, communications, etc.

Skills Related to Specific Activities

Ability to:

perform each activity
use computer and telecommunications equipment/systems with ease
perceive the potential application of new technologies to library activities
discern the real situation facing librarians and technicians in the performance of various library activities
use a logical approach to problem analysis and problem solving
establish rapport with colleagues and interviewees
communicate well by written, verbal and non-verbal means
conduct an interview in person or by phone
elicit required data
listen carefully
think and argue logically
use systems analysis techniques for collecting, analyzing and interpreting data
discern questionable data and verify or reject them
make decisions and recommendations based on available information
work independently and in groups
develop criteria for evaluation
make effective, timely, and well-informed decisions
isolate and define problems and develop the necessary criteria and action for their solution
manage time effectively
work under pressure of strict deadlines
endure the stress of irregular work hours during rush periods
stay organized while working on several projects at the same time
extract data and/or techniques which are not environment-specific to one project and use the data and/or techniques to support related projects
supervise staff
train organizational staff

RESEARCH AND DEVELOPMENT — MID LEVEL

Skills Related to Each Specific Activity

Skills listed above are developed to a greater extent

identify and define gaps in data
resolve conflicting data
develop criteria to evaluate competing systems designs
communicate with programming staff and other support/contract staff on a technical level
arbitrate and negotiate with contractors
conduct meetings with individuals and groups

RESEARCH AND DEVELOPMENT — SENIOR LEVEL

Skills listed above are developed to a greater extent

develop realistic research and development project plans and cost estimates for each system module
identify the basic data and analyses required to properly examine each library activity to be analyzed
assemble appropriate staff and consultants for each R&D team
anticipate long-range needs of the organization and the effect of these needs on each R&D team and other organizational resources
plan and schedule activities effectively
lead and motivate the individual members of each R&D team
design systems and procedures to improve operations of each R&D team, of the organization, and for actual and potential clients
use feedback to suggest modifications to system modules
apply methods of measurement and evaluation
budget and make projections
optimize the use of organizational and project team resources
anticipate long-range automation needs of libraries
make recommendations to clients with confidence
present salient features of R&D reports to organizational staff who may or may not be technically knowledgeable
justify recommendations, methodologies, etc.

RESEARCH AND DEVELOPMENT

Dispositional Attitudes

Attitudes Toward Institutions

Respect for profession
Respect for the section
Respect for the parent organization

Attitudes Toward Other People

Toward Users

Respect users
Like people in general
Like to help people
Like to meet people
Like to make others feel comfortable
Sensitive to others' needs

Toward Others in the Workplace

Respect co-workers
Like to work with others/as a team
Like to work on own
Willingness to draw upon and share knowledge and experience with others
Supportive of co-workers
Enjoy managing/supervising others

Personal Qualities

Alertness
Assertiveness
Compassion/Kindness
Confidence
Cheerfulness
Dependability
Determination/Tenacity
Diplomacy
Emotional stability
Fairness
Flexibility/Versatility
Imagination
Inquisitiveness
Leadership ability

RESEARCH AND DEVELOPMENT

Personal Qualities (cont'd)

Neatness
Need for achievement
Objectivity
Open-mindedness
Optimism/Positive attitude
Organization
Patience
Physical endurance
Resourceful
Sensitive/Thoughtful
Sense of humor
Sense of ethics
Tolerance

Attitudes Related to Job/Work/Organization

Individual should demonstrate:

Willingness to take/accept responsibility
Willingness to take initiative
Willingness to respond to authority, apply and follow policy
Realization that there is no single "right" way to achieve the goals of the section/organization
Desire to learn/try
Willingness to fail
Willingness to ask questions
Desire to work to best of ability
Responsiveness to time constraints
Accuracy
Willingness to get hands dirty
Attention to detail
Willingness to do clerical tasks
Desire to follow-through
Service orientation
Organizational identity
Willingness to promote parent organization and its services
View of parent organization as part of a larger information environment
Ability to see broad picture
Ability to sacrifice short-term gains for long-term goals
Political sense
Curiosity
Variety of interests
Desire to grow personally
Desire to grow professionally
Desire to remain current in specific and general subject field
Positive attitude toward job

LIBRARY SYSTEMS SUPPLIER PROFESSIONAL COMPETENCIES

MARKETING

MARKETING — ENTRY LEVEL

1. Attend and participate in brainstorming sessions to identify potential marketing strategies and ideas
2. Assist mid level staff in preparing draft copy for brochures to advertise the products, services, and publications provided/produced by the organization
3. Identify professional organizations whose membership lists should be obtained for marketing purposes
4. Contact designated sources to obtain information on the requirements for acquiring copies of their mailing lists for marketing purposes
5. Coordinate mailing marketing literature to potential clients
6. Assist mid level staff in preparing draft copy for press releases on the organization's products, activities, personnel and publications
7. Coordinate mailing press releases to the news editors of designated journals, newsletters, etc.
8. Assist mid level staff in developing the standard "boiler plate" sections of proposals/bid specifications which detail corporate experience, product development, services, resources, facilities, etc.
9. Recommend topics for inclusion in the organization's newsletter
10. Prepare preliminary copy for the organization's newsletter as assigned by mid level staff
11. Recommend attention-getting themes for paid advertisements
12. Assist mid level staff in preparing draft copy for paid advertisements
13. Proofread galleys of marketing documents as assigned
14. Prepare a list of products and publications produced by the organization for inclusion in marketing literature and for distribution at exhibits
15. Assist mid level staff in developing a plan for the organization's exhibit at professional meetings and conferences
16. Staff the organization's exhibit during assigned time periods

MARKETING — ENTRY LEVEL

17. Answer exhibit viewers' questions about the products and the services of the organization; refer appropriate questions to higher level staff for response

18. Attend local, national, and international professional meetings and conferences to maintain the visibility of the organization, to discover areas of interest to potential clients, to maintain professional contacts, and to gain up-to-date information on developments, technologies, systems, services, experts, consultants, competitors, etc. in the information field

19. Participate in committee work for professional organizations in the information field

20. Contact potential clients to arrange meetings/system demonstrations

21. Attend and participate in meetings with potential clients, as indicated by senior staff, to sell them the features and benefits of the system

22. Contact actual and potential clients to obtain feedback on their responses to the organization's and/or competitors' products/services

23. Update account files (call reports, sales call reports, correspondence, etc.) as appropriate/as directed

24. Prepare weekly expense reports and sales forecasts

25. Attend and participate in seminars, workshops, presentations, etc. which describe the organization and its products/services

26. Keep abreast of activities of competing companies and of the market conditions for automated library systems; prepare summary reports for in-house distribution

27. Participate in preparing proposal/bid specifications by drafting the cost sheet for the system as configured by senior staff

28. Informally educate other organizational staff about libraries, how they do business and what their needs are

29. Prepare a detailed outline of information to be presented in paid advertisements, brochures, exhibits, etc. to advertise the products, services, and publications provided/produced by the organization

30. Prepare draft copy for advertisements, brochures, exhibits, etc.; review and approve/modify any copy prepared by entry level staff

MARKETING — MID LEVEL

31. Present the draft copy with preliminary ideas for artwork to senior staff for review

32. Arrange for and coordinate the support activities of photographers, graphic designers/artists and other media production staff/contractors in planning the layout and illustrations for paid advertisements, and brochures, and/or media productions for exhibits, etc.

33. Arrange for the purchase of advertising space in appropriate journals, etc.

34. Coordinate and participate in the writing and layout of the organization's newsletter at specified intervals

35. Coordinate the proofreading of the galleys by staff

36. Present the galleys to senior staff for review

37. Arrange for and coordinate the printing of marketing materials

38. Coordinate and participate in drafting press releases on the organization's products, activities, personnel and publications

39. Prepare a draft listing of news editors who should receive the organization's press releases

40. Work with librarians to help them find the best solution to their automation needs for the funds available; suggest lease/purchase arrangements and/or implementation in stages, if necessary

41. Assist librarians in preparing their system requirements prior to soliciting bids

42. Coordinate and participate in the writing of the standard "boiler plate" sections of proposals which detail corporate experience, resources, facilities, etc.

43. Work with senior staff to prepare the appropriate text and pricing for proposals/bid specifications within specified deadlines

44. Work with senior staff to respond in writing to questions about the proposals/bid specifications

45. Together with customer support staff, work out terms and conditions of contracts between various libraries and the organization

46. Plan and make arrangements for display of the organization's exhibit at appropriate professional meetings and conferences

MARKETING — MID LEVEL

47. Develop a draft plan for staffing the exhibits

48. Respond to the more difficult questions posed by exhibit viewers as referred by entry level staff

49. Prepare detailed plans and coordinate all arrangements for presentation of seminars, workshops, lectures, etc. which describe the organization and its products/services

50. Work with research and development staff and customer support staff to define new/modified products and services which management has approved for development/ implementation

MARKETING — SENIOR LEVEL

51. Work with management of the organization to identify the purpose and objectives of the organization's marketing program

52. Conduct brainstorming sessions with junior staff to identify potential marketing strategies and ideas.

53. Develop a marketing plan and establish a budget for each of the organization's products, services, etc.

54. Prepare a basic outline of information to be presented in each marketing tool

55. Review and approve/modify all marketing materials before production

56. Review and approve/modify all distribution plans for marketing materials as developed by junior staff

57. Outline information to be gathered, tabulated, and analyzed by staff/ contractors in order to measure the effectiveness of the organization's various marketing strategies and to obtain feedback from clients and users of services/products on their degree of satisfaction with the organization's services/products

58. Analyze results of findings of market research; recommend to management appropriate changes in marketing strategies and in products/services to clients

MARKETING — MID LEVEL

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58. Analyze results of findings of market research; recommend to management appropriate changes in marketing strategies and in products/services to clients

59. Review and analyze market conditions and trends in library automation and forecast the volume of demand for its products/services that the organization can expect over a definite period in the future

MARKETING	SENIOR LEVEL

60. Recommend to management areas in which the organization should expand its expertise, services, products, etc. in order to potentially generate more business activity

61. Represent the organization at professional meetings, conferences, etc.

62. Maintain close liaison with potential clients who would require large/special system configurations

63. Arrange for and conduct meetings (formal and informal) with potential clients in order to explore possibilities for future service/support

64. Prepare the basic plan for and conduct seminars, workshops, lectures, etc. which describe the organization and its products/services; assign junior staff to participate as appropriate

65. Obtain and review requests for proposals and/or bid solictation documentation for automated library systems

66. Identify the RFPs/bid soliciations to which the organization will respond

67. Together with mid level staff, prepare proposals/bid specifications and respond in writing to any questions about the proposals/bids; obtain assistance from R&D staff as required

68. Coordinate the turn-over of responsibility to the customer support section for installation and implementation of the system at each contracted site

MARKETING — ENTRY LEVEL

Basic knowledge

knowledge related to literacy, numeracy, communications, etc.

Subject knowledge

knowledge of the primary subject field of clients served (i.e., librarianship)
knowledge in greater depth in specific subjects (e.g., marketing, business administration, etc.)
knowledge of foreign languages

Information Science Knowledges (Generic)

knowledge of definition, structure, and formats of information
knowledge of alternative approaches to the organization of information
knowledge of alternative approaches to retrieval of information
knowledge of alternative approaches to information management
knowledge of available and emerging information technologies and their applications
knowledge of completed and ongoing research in the field and its applicability to practice
knowledge of career opportunities
knowledge of how to learn on an ongoing basis

Knowledge about information work environments

knowledge of the expanding information community, its participants and their interrelationships (social, economic, technical, etc.)
knowledge of the variety of work settings and their organizational structures
knowledge of the functions performed within the various work settings and the services and products offered
knowledge of the users of the services and products, their characteristics and information habits
knowledge of the requirements and demands of the marketplace for the services and products provided by the organization and similar organizations
knowledge of the benefits experienced by clients who have used the services/products produced by the organizations
knowledge of the benefits experienced by users of the services/products of competing organizations
knowledge of the satisfaction levels experienced by users of the organization's services/products
knowledge of satisfaction levels experienced by users of the services/products of competing organizations

MARKETING — ENTRY LEVEL

Knowledge of what work is done

knowledge of the marketing functions, the range of services and products offered (both actual and potential)
knowledge of the activities that are required to offer the services and produce the products
knowledge of the various resources that are necessary to support the activities
knowledge of marketing tools
knowledge of marketing methods and techniques, including selling methods and techniques
knowledge of public relations methods and techniques
knowledge of business methods and techniques
knowledge of basic costing methods and techniques
knowledge of job responsibilities
knowledge of performance expected and how it can be measured

Knowledge of how to do work

knowledge of how to perform the various activities
knowledge of how to use the marketing tools
knowledge of how to apply the marketing methods and techniques
knowledge of how to use basic costing methods and techniques to develop bid specifications

Knowledge of the organization and specific work unit

knowledge of the mission, goals and objectives of the organization
knowledge of the structure of the organization and the role of the section within the organization
knowledge of the various projects and key personnel within the organization
knowledge of the policies and procedures relevant to section operations
knowledge of the various resources available within the organization (e.g. personnel, equipment, etc.)
knowledge of specific and generic services and products produced by the organization

MARKETING — MID LEVEL

greater depths of knowledge specified above
knowledge of the operations of other sections in the organization and how they relate to marketing
knowledge of available vendor-supplied systems, services and products to support marketing
knowledge methods and techniques for preparation of bid specifications
knowledge of the appropriate media sources and services to utilize to support the organization's marketing program
knowledge of the contracting process, both in general and within the organization
knowledge of evaluation methods and techniques to evaluate systems, services and products

MARKETING — SENIOR LEVEL

greater depths of knowledge specified above
knowledge of statistical description, analysis, interpretation and presentation
knowledge of the costs associated with resources (materials, personnel, space, etc.)
knowledge of cost analysis and interpretation methods
knowledge of methods of resource allocation
state-of-the-art knowledge of research and practice in marketing techniques

MARKETING — ENTRY LEVEL

Basic Skills

literacy, numeracy, cognitive, analytical, communications, etc.

Skills Related to Specific Activities

Ability to:

perform each activity
use/interface with users of microcomputer, computer, telecommunications and other new equipment/technologies
perceive the service/product needs of potential clients with regard to the services and products offered by the organization
establish rapport with colleagues, clients (actual and potential), and appropriate media personnel
communicate well by written, verbal and non-verbal means
sell the organization and its products/services
demonstrate business sense
listen carefully
think and argue logically
think quickly in response to questions
project a winning attitude
collect, analyze and interpret data
make decisions and recommendations based on available information
work independently and in groups
develop criteria for evaluation of services/products
make effective, timely, and well-informed decisions
elicit feedback from actual and potential clients on their responses to the organization's and competitors' services/products
isolate and define problems and develop the necessary criteria and action for their solution
identify alternative solutions
manage time effectively
work under pressure of strict deadlines
stay organized while working on several projects at the same time
endure the stress of traveling and irregular work hours, when necessary
educate other sections in the organization about libraries
supervise staff

MARKETING — MID LEVEL

Skills Related to Each Specific Activity

Skills listed above are developed to a greater extent

Ability to:

communicate with research and development staff and media production staff/contractors on a technical level
arbitrate and negotiate with contractors and with new/potential clients' representatives
conduct meetings with individuals and groups

MARKETING — SENIOR LEVEL

Skills listed above are developed to a greater extent

Ability to:

develop marketing plans and strategies that produce an increase in business for the organization
anticipate future needs in the marketplace
elicit creative ideas from marketing staff
anticipate long-range needs of the section and of the organization
design systems and procedures to improve operations of the section and of the organization
apply methods of measurement and evaluation
budget and make projections
optimize the use of organizational and section resources

MARKETING

Dispositional Attitudes

Attitudes Toward Institutions

Respect for profession
Respect for the section
Respect for the parent organization

Attitudes Toward Other People

Toward Users

Respect users
Like people in general
Like to help people
Like to meet people
Like to make others feel comfortable
Sensitive to others' needs

Toward Others in the Workplace

Respect co-workers
Like to work with others/as a team
Like to work on own
Willingness to draw upon and share knowledge and experience with others
Supportive of co-workers
Enjoy managing/supervising others

Personal Qualities

Alertness
Assertiveness
Compassion/Kindness
Confidence
Cheerfulness
Dependability
Determination/Tenacity
Diplomacy
Emotional stability
Fairness
Flexability/Versatility
Imagination
Inquisitiveness
Leadership ability
Neatness
Need for achievement

MARKETING

Personal Qualities (cont'd)

- Objectivity
- Open-mindedness
- Optimism/Positive attitude
- Organization
- Patience
- Physical endurance
- Resourceful
- Sensitive/Thoughtful
- Sense of humor
- Sense of ethics
- Tolerance

Attitudes Related to Job/Work/Organization

Individual should demonstrate:

- Willingness to take/accept responsibility
- Willingness to take initiative
- Willingess to respond to authority, apply and follow policy
- Realization that there is no single "right" way to achieve the goals of the section/organization
- Desire to learn/try
- Willingness to fail
- Willingness to ask questions
- Desire to work to best of ability
- Responsiveness to time constraints
- Accuracy
- Willingness to get hands dirty
- Attention to detail
- Willingness to do clerical tasks
- Desire to follow-through
- Service orientation
- Organizational identity
- Willingness to promote parent organization and its services
- View of parent organization as part of a larger information environment
- Ability to see broad picture
- Ability to sacrifice short-term gains for long-term goals
- Political sense
- Curiosity
- Variety of interests
- Desire to grow personally
- Desire to grow professionally
- Desire to remain current in specific and general subject field
- Positive attitude toward job

LIBRARY SYSTEMS SUPPLIER PROFESSIONAL COMPETENCIES

CUSTOMER SUPPORT

ACTIVITIES

CUSTOMER SUPPORT — ENTRY LEVEL

1. Assist senior staff with procedures, documentation and communication to support the implementation of regular and special training classes, refresher workshops and system demonstrations

2. Train system users in the basics of computer retrieval, equipment operation, network protocol, system protocol, search language and strategies, query formulation, data entry and maintenance, report generation, system maintenance, etc.

3. Answer customer service phones and provide users with technical advice and assistance; if an immediate response cannot be given, consult experts and/or investigate the problem and provide a prompt reply to the system user

4. Respond promptly to system users' questions/comments entered in an online comments/electronic file or received as correspondence

5. Enter news for system users in online news files, if applicable

6. Assist mid level staff in developing and testing practice files and computer-aided instruction packages for use as training aids

7. Assist mid level staff in developing online "Help" data

8. Suggest ways in which the system may be made more user-friendly

9. Assist in setting up and conducting regular system users' meetings in order to obtain feedback from clients, provide them with the latest information about the system/system modules and to answer their questions

10. Assist mid level staff in preparing and shipping all materials in order to obtain feedback from clients, provide them with the latest information about the system/system modules and to answer their questions

11. Participate in cross-education of staff by filling out and distributing staff alert forms describing new information discovered about the system, specific types of equipment, telecommunication systems, system interfaces, etc.

12. Prepare articles for inclusion in the regularly-distributed newsletter for system users

13. Assist mid level staff in investigating users' complaints about the system; draft replies for review and signing by senior staff

CUSTOMER SUPPORT — ENTRY LEVEL

14. Participate as a team member in staffing exhibits and demonstrating the system at professional meetings and conferences

15. Keep abreast of developments in the information field and online retrieval, automated library systems, telecommunication networks, library/information networks and microcomputers

CUSTOMER SUPPORT — MID LEVEL

16. Function as editor and chief writer of all manuals for system users and other technical documentation describing the organization's automated library systems and customer support services (system pocket guides, newsletter for system users, etc.)

17. Work with appropriate organization staff/contractors to arrange for printing of all system documentation and related customer support materials

18. Develop and conduct training classes and system update workshops for system users

19. Work with R&D staff and section staff to develop and test practice files and computer-aided instruction packages for use as training aids

20. Make all arrangements for setting up the regular system users' meetings

21. Work with senior staff to develop the program content for each users' meeting

22. Coordinate the investigation of and response to users' complaints about the system; edit draft replies prepared by entry level staff for review and signing by senior staff

23. Coordinate the preparation and shipping of materials/equipment to support system installation, training and implementation activities at each client's site

24. Arrange for technical personnel to install and test the system and network interfaces at each client's site

25. Coordinate all training of clients at their sites in the use, operation and maintenance of the system

ACTIVITIES

CUSTOMER SUPPORT — MID LEVEL

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26. Coordinate all activities related to supplying users with updated versions of the system and related system documentation

27. Work with R&D staff on the technical details of defining system refinements, enhancements and new modules, as required

28. Function as official representative of the organization at each client's site when senior staff of the organization are not coordinating the system installation, training and implementation activities

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CUSTOMER SUPPORT — SENIOR LEVEL

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29. Function as manager of and technical expert in all activities related to system installation, training, implementation and customer support

30. Identify the objectives and develop the general plans and schedule of activities for system installation and implementation at clients' sites

31. Develop customer programs and strategies that produce satisfied clients

32. Develop the program for the regular users' meeting with the assistance of junior staff; make specific assignments for staff participation

33. Represent the organization as an official spokesperson at users' meetings, professional meetings, conferences and system demonstrations/exhibits

34. Develop the objectives and general outline for training activities

35. Monitor and evaluate all training activities and system demonstrations by direct observation and by review of participants' written evaluations

36. Advise section staff of ways in which they may improve training sessions, documents, exercises and special online training packages

37. Elicit feedback from new clients after the system is operational

38. Contact appropriate in-house staff, equipment suppliers, telecommunication systems representatives, etc. to resolve any major problems encountered with system installation, implementation and operation during the warranty period

CUSTOMER SUPPORT — ENTRY LEVEL

Basic knowledge

knowledge related to literacy, numeracy, communications, etc.

Subject knowledge

knowledge of the primary subject field of clients served, (i.e., librarianship)
knowledge in greater depth in specific subjects (e.g., education, technical writing, etc.)
knowledge of foreign languages

Information Science Knowledge (Generic)

knowledge of definition, structure, and formats of information
knowledge of alternative approaches to the organization of information
knowledge of alternative approaches to retrieval of information
knowledge of alternative approaches to information management
knowledge of available and emerging information technologies and their applications
knowledge of completed and ongoing research in the field and its applicability to practice
knowledge of career opportunities
knowledge of how to learn on an ongoing basis

Knowledge about information work environments

knowledge of the expanding information community, its participants and their interrelationships (social, economic, technical, etc.)
knowledge of the variety of work settings and their organizational structures
knowledge of the functions performed within the various work settings and the services and products offered
knowledge of the users of the services and products, their characteristics and information habits
knowledge of the benefits experienced by clients who have used the services/products produced by the organizations

Knowledge of what work is done

knowledge of the customer support functions, the range of services and products offered (both actual and potential)
knowledge of the activities that are required to offer the services and produce the products
knowledge of the various resources that are necessary to support the activities

CUSTOMER SUPPORT — ENTRY LEVEL

Knowledge of what work is done (cont'd)

knowledge of customer support tools
knowledge of customer support methods and techniques, including training methods and techniques
knowledge of public relations methods and techniques
knowledge of technical writing methods and techniques
knowledge of project management tools
knowledge of project management methods and techniques
knowledge of job responsibilities
knowledge of performance expected and how it can be measured

Knowledge of how to do work

knowledge of how to perform the various activities
knowledge of how to use the customer support tools
knowledge of how to apply the customer support methods and techniques
knowledge of how to use project management tools
knowledge of how to apply project management methods and techniques

Knowledge of the organization and specific work unit

knowledge of the mission, goals and objectives of the organization
knowledge of the structure of the organization and the role of the section within the organization
knowledge of the various projects and key personnel within the organization
knowledge of the policies and procedures relevant to section operations
knowledge of the various resources available within the organization (e.g. personnel, equipment, etc.)
knowledge of specific and generic services and products produced by the organization

CUSTOMER SUPPORT — MID LEVEL

greater depths of knowledge specified above
knowledge of the operations of other sections in the organization and how they relate to customer support
knowledge of available vendor-supplied systems, services and products to support customer support
knowledge of the contracting process, both in general and within the organization
knowledge of evaluation methods and techniques to evaluate systems, services and products

CUSTOMER SUPPORT — SENIOR LEVEL

greater depths of knowledge specified above
knowledge of statistical description, analysis, interpretation and presentation
knowledge of the costs associated with resources (materials, personnel, space, etc.)
knowledge of cost analysis and interpretation methods
knowledge of methods of resource allocation
state-of-the-art knowledge of research and practice in customer support techniques, including projects management techniques and training techniques

CUSTOMER SUPPORT — ENTRY LEVEL

Basic Skills

literacy, numeracy, cognitive, analytical, communications, etc.

Skills Related to Specific Activities

Ability to:

perform each activity
use/interface with users of microcomputer, computer, telecommunications and other new equipment technologies
perceive the specific support needs of new clients
establish rapport with colleagues and clients
communicate well by written, verbal and non-verbal means
sell the organization and its products/ services
demonstrate business sense
listen carefully
think and argue logically
think quickly in response to questions
project a winning attitude
collect, analyze and interpret data
make decisions and recommendations based on available information
work independently and in groups
develop criteria for evaluation of services/products
make effective, timely, and well-informed decisions
isolate and define problems and develop the necessary criteria and action for their solution
manage time effectively
work under pressure of strict deadlines
stay organized while working on several projects at the same time
endure the stress of traveling, irregular work hours, when necessary, and working at various clients' sites
extract those aspects of a project which are not environment specific and transfer them to related projects
supervise staff
train adults

CUSTOMER SUPPORT — MID LEVEL

Skills Related to Each Specific Activity

Skills listed above are developed to a greater extent

Ability to:

communicate with research and development staff, media production staff/contractors and other contractors on a technical level
arbitrate and negotiate with contractors and with clients' representatives
conduct meetings with individuals and groups

CUSTOMER SUPPORT — SENIOR LEVEL

Skills listed above are developed to a greater extent

Ability to:

develop customer support programs and strategies that produce satisfied clients
plan and schedule activities effectively
anticipate clients' future needs for support and for new/additional products and services
elicit creative ideas from customer support staff
anticipate long-range needs of the section and of the organization
design systems and procedures to improve operations of the section, of the organization and of the customer support programs
apply methods of measurement and evaluation
budget and make projections
optimize the use of organizational and section resources

CUSTOMER SUPPORT

Dispositional Attitudes

Attitudes Toward Institutions

Respect for profession
Respect for the section
Respect for the parent organization

Attitudes Toward Other People

Toward Users

Respect users
Like people in general
Like to help people
Like to meet people
Like to make others feel comfortable
Sensitive to others' needs

Toward Others in the Workplace

Respect co-workers
Like to work with others/as a team
Like to work on own
Willingness to draw upon and share knowledge and experience with others
Supportive of co-workers
Enjoy managing/supervising others

Personal Qualities

Alertness
Assertiveness
Compassion/Kindness
Confidence
Cheerfulness
Dependability
Determination/Tenacity
Diplomacy
Emotional stability
Fairness
Flexibility/Versatility
Imagination
Inquisitiveness
Leadership ability
Neatness

CUSTOMER SUPPORT

Personal Qualities (cont'd)

- Need for achievement
- Objectivity
- Open-mindedness
- Optimism/Positive attitude
- Organization
- Patience
- Physical endurance
- Resourceful
- Sensitive/Thoughtful
- Sense of humor
- Sense of ethics
- Tolerance

Attitudes Related to Job/Work/Organization

Individual should demonstrate:

- Willingness to take/accept responsibility
- Willingness to take initiative
- Willingness to respond to authority, apply and follow policy
- Realization that there is no single "right" way to achieve the goals of the section/organization
- Desire to learn/try
- Willingness to fail
- Willingness to ask questions
- Desire to work to best of ability
- Responsiveness to time constraints
- Accuracy
- Willingness to get hands dirty
- Attention to detail
- Willingness to do clerical tasks
- Desire to follow-through
- Service orientation
- Organizational identity
- Willingness to promote parent organization and its services
- View of parent organization as part of a larger information environment
- Ability to see broad picture
- Ability to sacrifice short-term gains for long-term goals
- Political sense
- Curiosity
- Variety of interests
- Desire to grow personally
- Desire to grow professionally
- Desire to remain current in specific and general subject field
- Positive attitude toward job

LIBRARY SYSTEMS SUPPLIER PROFESSIONAL COMPETENCIES

ORGANIZATION/MANAGEMENT SUPPORT

ACTIVITIES

ORGANIZATION/MANAGEMENT SUPPORT	ENTRY LEVEL

1. Identify materials to be included in section, master organization and personal files
2. Recommend purchase of professional publications/audiovisuals for inclusion in the staff library
3. Perform special studies, as assigned
4. Conduct business by phone, whenever appropriate
5. Write memos, letters, reports, etc. as required
6. Maintain a record of work performed and prepare a monthly report of activities
7. Prepare manuals of procedures
8. Make recommendations to the section manager for improvement in operations of the section
9. Attend and participate in staff meetings
10. Provide an overview of the operations of the section to visitors, as requested
11. Supervise technicians and other paraprofessional staff
12. Work to develop "esprit de corps" among staff supervised
13. Assist section manager in writing job descriptions for self and for staff supervised
14. Assist section manager in developing performance standards for self and for staff supervised
15. Assist section manager in the review and performance evaluation of staff supervised
16. Assist in the selection of new technicians and paraprofessionals
17. Keep abreast of developments and new and developing technologies in the information field and in related fields, as required
18. Attend professional meetings and prepare reports for dissemination to staff
19. Develop professional contacts both within and outside the parent organization

ORGANIZATION/MANAGEMENT SUPPORT	MID LEVEL

20. Make preliminary selection of forms and/or develop draft record formats for files and operations, as appropriate
21. Weed section files, as assigned
22. Identify and evaluate commercially available systems/services to support section/organization activities
23. Assess performance of existing equipment/systems/services used in the section/organization and investigate capabilities of other equipment/systems/services
24. Recommend acquisition of new/additional equipment/systems/services
25. Train staff in operation and in-house maintenance of equipment/systems/services
26. Supervise in-house operation and maintenance of equipment/systems/services
27. Gather information for maintenance contracts on equipment/systems
28. Draft statements of work for contract proposals for services, systems, equipment and/or maintenance
29. Evaluate contractors' proposals
30. Act as contract monitor/technical representative, as assigned
31. Train and supervise entry level staff
32. Assist in the selection of new professional staff
33. Write articles for professional journals/newsletters when appropriate

ORGANIZATION/MANAGEMENT SUPPORT	SENIOR LEVEL

34. Review and dispose of materials/information selected for weeding/deletion from section files
35. Draft section procedures and policies; draft revisions as required
36. Flowchart and document section procedures

ACTIVITIES

ORGANIZATION/MANAGEMENT SUPPORT	SENIOR LEVEL

37. Assist section manager in on-going systems analysis of the section

38. Analyze statistics of section operations and prepare draft statistical reports

39. Train and supervise mid level staff

40. Assist section manager in preparing the annual budget for section operations

41. Function as section manager in his/her absence

42. Represent the section/organization at meetings, etc., as assigned

ORGANIZATION/MANAGEMENT SUPPORT — ENTRY LEVEL

Basic knowledge

knowledge related to literacy, numeracy, communications, etc.

Subject knowledge

knowledge of the primary subject field of clients served (i.e., librarianship)
knowledge of foreign languages

Information Science Knowledge (Generic)

knowledge of definition, structure, and formats of information
knowledge of alternative approaches to the organization of information
knowledge of alternative approaches to retrieval of information
knowledge of alternative approaches to information management
knowledge of available and emerging information technologies and their applications
knowledge of completed and ongoing research in the field and its applicability to practice
knowledge of career opportunities
knowledge of how to learn on an ongoing basis

Knowledge about information work environments

knowledge of the expanding information community, its participants and their interrelationships (social, economic, technical, etc.)
knowledge of the variety of work settings and their organizational structures
knowledge of the functions performed within the various work settings and the services and products offered
knowledge of the users of the services and products, their characteristics and information habits

Knowledge of what work is done

knowledge of the functions required to support section/organizational operations and management
knowledge of the activities that are required to offer the services and produce the products
knowledge of the various resources that are necessary to support the activities
knowledge of tools for training, supervising, and evaluating staff

ORGANIZATION/MANAGEMENT SUPPORT — ENTRY LEVEL

Knowledge of what work is done (cont'd)

- knowledge of tools for supporting section/organizational operations and management
- knowledge of methods and techniques for supporting section/organization operations and management
- knowledge of job responsibilities and working conditions (e.g., range of duties, probable compensation benefits, etc.)
- knowledge of performance expected and how it can be measured

Knowledge of how to do work

- knowledge of how to perform the various activities
- knowledge of how to use the tools for training, supervising, and evaluating staff
- knowledge of how to use the tools for supporting section/organizational operations and management
- knowledge of how to apply the methods and techniques for training, supervising, and evaluating staff
- knowledge of how to apply the methods and techniques for supporting section/organizational operations and management
- knowledge of personnel procedures
- Knowledge of standards, measures, and methods for evaluating personnel

Knowledge of the organization and specific work unit

- knowledge of the mission, goals and objectives of the organization
- knowledge of the structure of the organization and the role of one's section within the organization
- knowledge of the various projects and key personnel within the organization
- knowledge of the policies and procedures relevant to operations of one's section
- knowledge of the various resources available within the organization (e.g. personnel, equipment, etc.)
- knowledge of in-house information needs and requirements

ORGANIZATION/MANAGEMENT SUPPORT — MID LEVEL

greater depths of knowledge specified above
knowledge of the operations of other sections in the organization and how they relate to one's own section
knowledge of available vendor-supplied systems, services and products to support section/organizational operations and supervision/management
knowledge of the contracting process, both in general and within the organization
knowledge of evaluation methods and techniques to evaluate systems, services and products
knowledge of quality and production control techniques and procedures

ORGANIZATION/MANAGEMENT SUPPORT — SENIOR LEVEL

greater depths of knowledge specified above
knowledge of statistical description, analysis, interpretation and presentation
knowledge of the costs associated with resources (materials, personnel, space, etc.)
knowledge of cost analysis and interpretation methods
knowledge of methods of resource allocation
knowledge of alternative management structures and their implications for the operation of the section
state-of-the-art knowledge of research and practice in techniques for training, supervising, and evaluating staff
state-of-the-art knowledge of research and practice in techniques for supporting section/organizational operations and management

ORGANIZATION/MANAGEMENT SUPPORT — ENTRY LEVEL

Basic Skills

literacy, numeracy, cognitive, analytical, communications, etc.

Skills Related to Specific Activities

Ability to:

perform each activity
perceive the information needs of section staff and management
communicate well by written, verbal and non-verbal means
listen carefully
think and argue logically
think quickly in response to questions
project a positive attitude about the activities of the section/organization
make decisions and recommendations based on available information
work independently and in groups
develop criteria for evaluation
make effective, timely, and well-informed decisions
isolate and define problems and develop the necessary criteria and action for their solution
manage time effectively
conduct an interview
train staff
supervise staff
establish rapport with colleagues and with staff supervised
develop "espirt de corps" among staff supervised
conduct meetings with individuals and with groups
resolve conflicts among staff

ORGANIZATION/MANAGEMENT SUPPORT — MID LEVEL

Skills Related to Each Specific Activity

Skills listed above are developed to a greater extent

Ability to:

perceive the needs of the organization and not just of the section
understand the operation and maintenance requirements of equipment/systems/services used in the section/organization
write and evaluate contract-related documentation
communicate with data processing staff and various contractors on a technical level
arbitrate and negotiate with contractors

ORGANIZATION/MANAGEMENT SUPPORT — SENIOR LEVEL

Skills listed above are developed to a greater extent

Ability to:

anticipate long-range needs of the section and of the organization
design systems and procedures to improve operations of the section and of the organization
apply methods of measurement and evaluation
budget and make projections
optimize the use of organizational and section resources

ORGANIZATION/MANAGEMENT SUPPORT

Dispositional Attitudes

Attitudes Toward Institutions

Respect for profession
Respect for the section
Respect for the parent organization

Attitudes Toward Other People

Toward Users

Respect users
Like people in general
Like to help people
Like to meet people
Like to make others feel comfortable
Sensitive to others' needs

Toward Others in the Workplace

Respect co-workers

Like to work with others/as a team
Like to work on own
Willingness to draw upon and share knowledge and experience with others
Supportive of co-workers
Enjoy managing/supervising others

Personal Qualities

Alertness
Assertiveness
Compassion/Kindness
Confidence
Cheerfulness
Dependability
Determination/Tenacity
Diplomacy
Emotional stability
Fairness
Flexibility/Versatility
Imagination
Inquisitiveness
Leadership ability

ORGANIZATION/MANAGEMENT SUPPORT

Personal Qualities (cont'd)

- Neatness
- Need for achievement
- Objectivity
- Open-mindedness
- Optimism/Positive attitude
- Organization
- Patience
- Physical endurance
- Resourceful
- Sensitive/Thoughtful
- Sense of humor
- Sense of ethics
- Tolerance

Attitudes Related to Job/Work/Organization

Individual should demonstrate:

- Willingness to take/accept responsibility
- Willingness to take initiative
- Willingness to respond to authority, apply and follow policy
- Realization that there is no single "right" way to achieve the goals of the section/organization
- Desire to learn/try
- Willingness to fail
- Willingness to ask questions
- Desire to work to best of ability
- Responsiveness to time constraints
- Accuracy
- Willingness to get hands dirty
- Attention to detail
- Willingness to do clerical tasks
- Desire to follow-through
- Service orientation
- Organizational identity
- Willingness to promote parent organization and its services
- View of parent organization as part of a larger information environment
- Ability to see broad picture
- Ability to sacrifice short-term gains for long-term goals
- Political sense
- Curiosity
- Variety of interests
- Desire to grow personally
- Desire to grow professionally
- Desire to remain current in specific and general subject field
- Positive attitude toward job